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ABSTRACT

When organizations integrate their career development and human resources planning activities into a comprehensive whole, it is the exception rather than the rule. One reason for the frequent dichotomy between career development and human resource planning is the failure to recognize that they are complements rather than synonyms or substitutes. Both are subelements of a broader human resources management system. They may use some of the same tools and techniques, although they are designed to fulfill different objectives. Human resource planning is intended to identify and provide ways to fulfill the organization's aggregate employment needs. Career development focuses on the development of individual employees and the match between individual career interests and needs with specific institutional career opportunities. Their integration can occur in two ways. First, employee career plans can provide input in forecasting anticipated internal supply. Second, the personnel action plans are an input to the career management process where they should be integrated with employee goals in establishing specific individual/organizational career activities. (Some integration approaches are listed.) (YLB)

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LINKING CAREER DEVELOPMENT AND HUMAN RESOURCE PLANNING

Thomas G. Gutteridge

During recent years much has been written about the growing need for organizations to more effectively manage their people resources. In some firms this concern has been addressed by establishing a human resource planning (HRP) function to forecast employment needs. In other institutions the emphasis has been upon the identification of employee career interests and the match-up of these aspirations with specific organizational opportunities. Generally, however, it has been the exception rather than the rule when organizations have integrated their career development (CD) and human resource planning activities into a comprehensive whole. This article will briefly address the reasons underlying and ways to overcome this seeming gap between career development and human resource planning.

Human Resources Management: A Conceptual Model

One reason for the frequent dichotomy between HRP and CD is the failure to recognize they are complements rather than synonyms or substitutes. As illustrated in Exhibit 1, career development and human resource planning are both subelements of a broader human resources management system. As the term is generally used, both in the literature and in practice, human resources management is seen as a strategic, comprehensive, integrative approach to the improved utilization of organizational human resources. As such, human resources management is slowly coming to supersede the reactive, paper-pushing, transaction-focus of more traditional personnel departments.

(Exhibit 1 about here)

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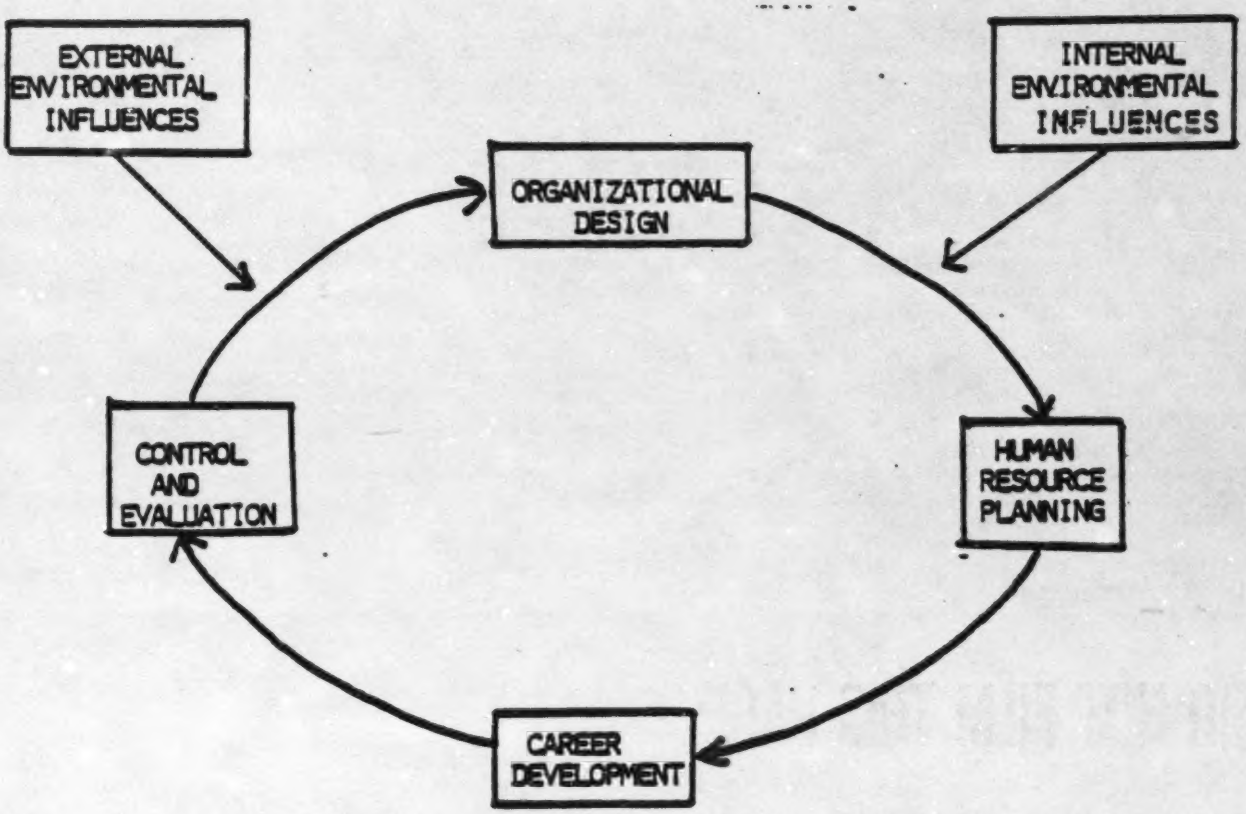
HUMAN RESOURCES MANAGEMENT: A CONCEPTUAL MODEL



A. HUMAN RESOURCES MANAGEMENT - A SYSTEMATIC EFFORT TO INSURE AN EFFECTIVE INTERFACE BETWEEN AN ORGANIZATION'S HUMAN RESOURCES AND ITS INTERNAL AND EXTERNAL ENVIRONMENT. AN "EFFECTIVE INTERFACE" IS ONE THAT MAXIMIZES ORGANIZATIONAL AND INDIVIDUAL GOAL ATTAINMENT SUBJECT TO THE CONSTRAINTS IMPOSED BY EACH ONE UPON THE OTHER.

B. ORGANIZATIONAL DESIGN - PROCESS THROUGH WHICH ORGANIZATIONAL STRUCTURES OR PATTERNS ARE CREATED AND THE RESULTANT EMPLOYEE ROLE PRESCRIPTIONS ARE ESTABLISHED.

C. HUMAN RESOURCE PLANNING - PROCESS BY WHICH THE NEED FOR AND INTERNAL AVAILABILITY OF HUMAN RESOURCES, FOR SOME FUTURE TIME PERIOD, IS ESTIMATED. IT ALSO INCLUDES THE PERSONNEL ACTION PLANS REQUIRED TO FULFILL THE NET MANPOWER REQUIREMENTS AND TO ACHIEVE THE ORGANIZATION'S MANPOWER OBJECTIVES.

D. CAREER DEVELOPMENT - THE OUTCOMES OF ACTIONS ON CAREER PLANS ARE VIEWED BOTH FROM INDIVIDUAL AND ORGANIZATIONAL PERSPECTIVES.

E. CONTROL AND EVALUATION - A SYSTEM AND SET OF PROCEDURES DESIGNED TO ASSESS THE EFFECTIVENESS OF THE OTHER HUMAN RESOURCE MANAGEMENT PROCESSES IN TERMS OF THEIR IMPACT ON BOTH THE ORGANIZATION AND THE INDIVIDUAL.

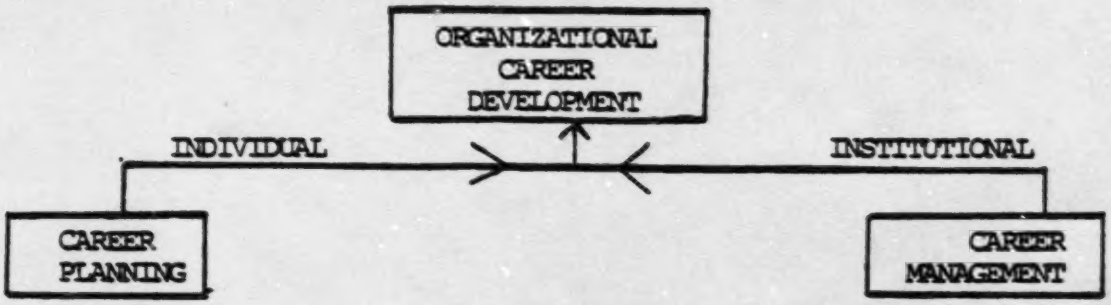
What then are the basic differences between CD and HRP? As depicted in Exhibit 2, there is an emerging consensus that, within an organizational context, career development represents the outcomes created by the interface between individual career planning and institutional career management processes. Individual outcomes may include such results as improved self-understanding and the identification of desired career goals; while possible organizational outcomes might include reduced turnover and better communication of career opportunities to employees.

(Exhibit 2 about here)

Career planning includes such activities as self-assessment, evaluation of available career opportunities and the preparation of a career strategy with an implementation plan, all of which are keys in order for employees to enhance their personal career development. Organizations sometimes seek to facilitate this process via such tools as career workshops, supervisor-subordinate career discussions and individual development plans. Career management refers to specific human resource activities such as job rotation, potential appraisal, counseling, training and education which are designed to help match employee interests and capabilities with organizational opportunities and to achieve other desired institutional outcomes. Typically these functions are facilitated by such career systems as job posting, career path planning and the like.

As indicated in Exhibit 3, the basic objective of human resource planning is to enable organizations to anticipate their future human resource needs by forecasting the expected demand for labor, inventorying the available internal supply and identifying the difference between what will be needed and what is likely to be available. The outputs from this human

A WORKING MODEL OF ORGANIZATIONAL CAREER DEVELOPMENT



SUB PROCESSES

- OCCUPATIONAL CHOICE
- ORGANIZATIONAL CHOICE
- CHOICE OF JOB ASSIGNMENT
- CAREER SELF-DEVELOPMENT

SUB PROCESSES

- RECRUITMENT AND SELECTION
- HUMAN RESOURCE ALLOCATION
- APPRAISAL AND EVALUATION
- TRAINING AND DEVELOPMENT

A. CAREER: THE SEQUENCE OF A PERSON'S WORK-RELATED ACTIVITIES AND BEHAVIORS AND ASSOCIATED ATTITUDES, VALUES, AND ASPIRATIONS OVER THE SPAN OF ONE'S LIFE.

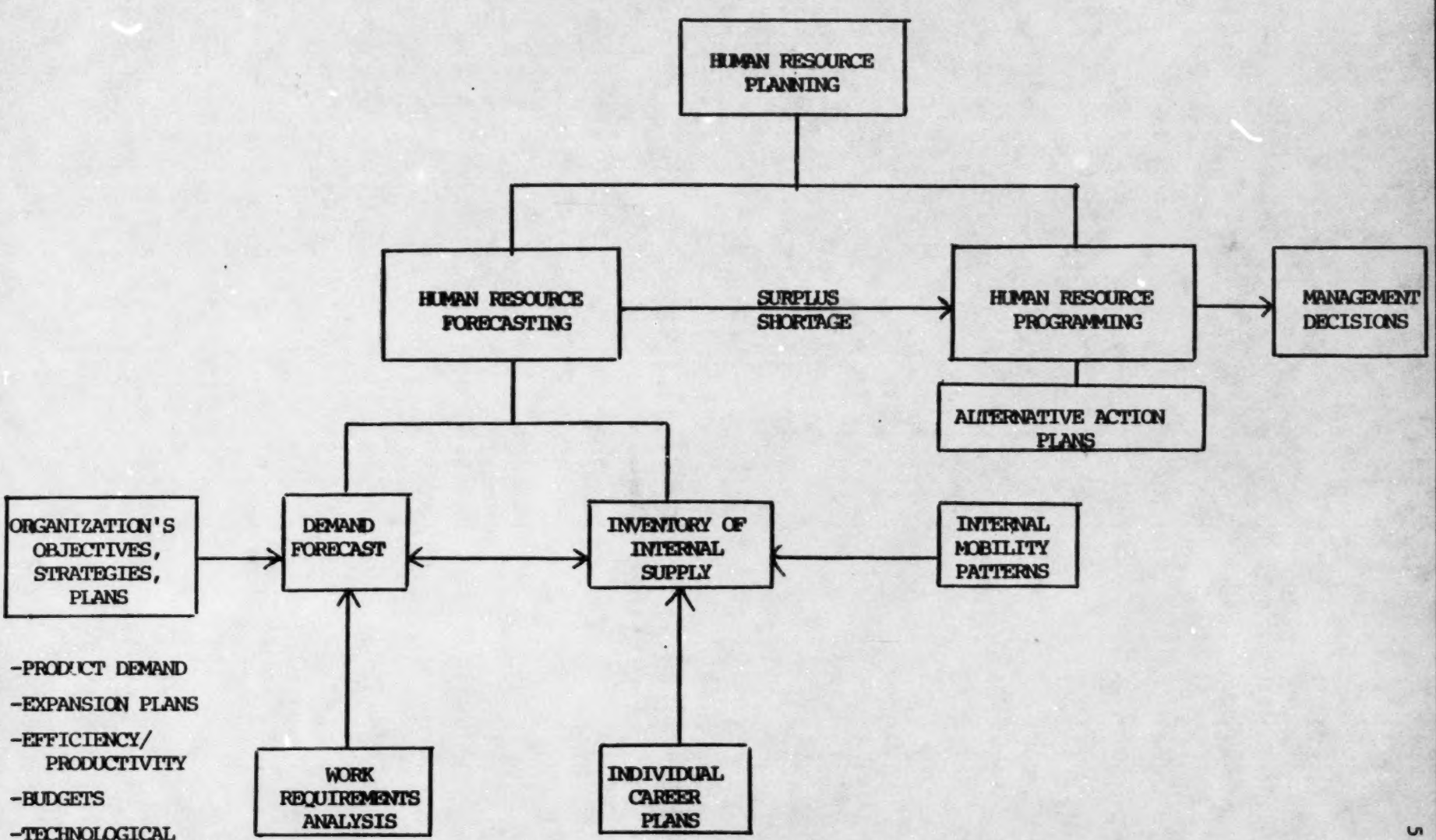
B. ORGANIZATIONAL CAREER DEVELOPMENT: THE OUTCOMES EMANATING FROM THE INTERACTION OF INDIVIDUAL CAREER PLANNING AND INSTITUTIONAL CAREER MANAGEMENT PROCESSES.

C. CAREER PLANNING: A DELIBERATE PROCESS FOR (1) BECOMING AWARE OF SELF, OPPORTUNITIES, CONSTRAINTS, CHOICES, AND CONSEQUENCES, AND FOR (2) IDENTIFYING CAREER RELATED GOALS, AND FOR (3) PROGRAMMING OF WORK, EDUCATION, AND RELATED DEVELOPMENTAL EXPERIENCES TO PROVIDE THE DIRECTION, TIMING, AND SEQUENCE OF STEPS TO ATTAIN A SPECIFIC CAREER GOAL.

D. CAREER MANAGEMENT: AN ONGOING PROCESS OF PREPARING, IMPLEMENTING, AND MONITORING CAREER PLANS UNDERTAKEN BY THE INDIVIDUAL ALONE OR IN CONCERT WITH THE ORGANIZATION'S CAREER SYSTEMS.

EXHIBIT 3

HUMAN RESOURCE PLANNING MODEL



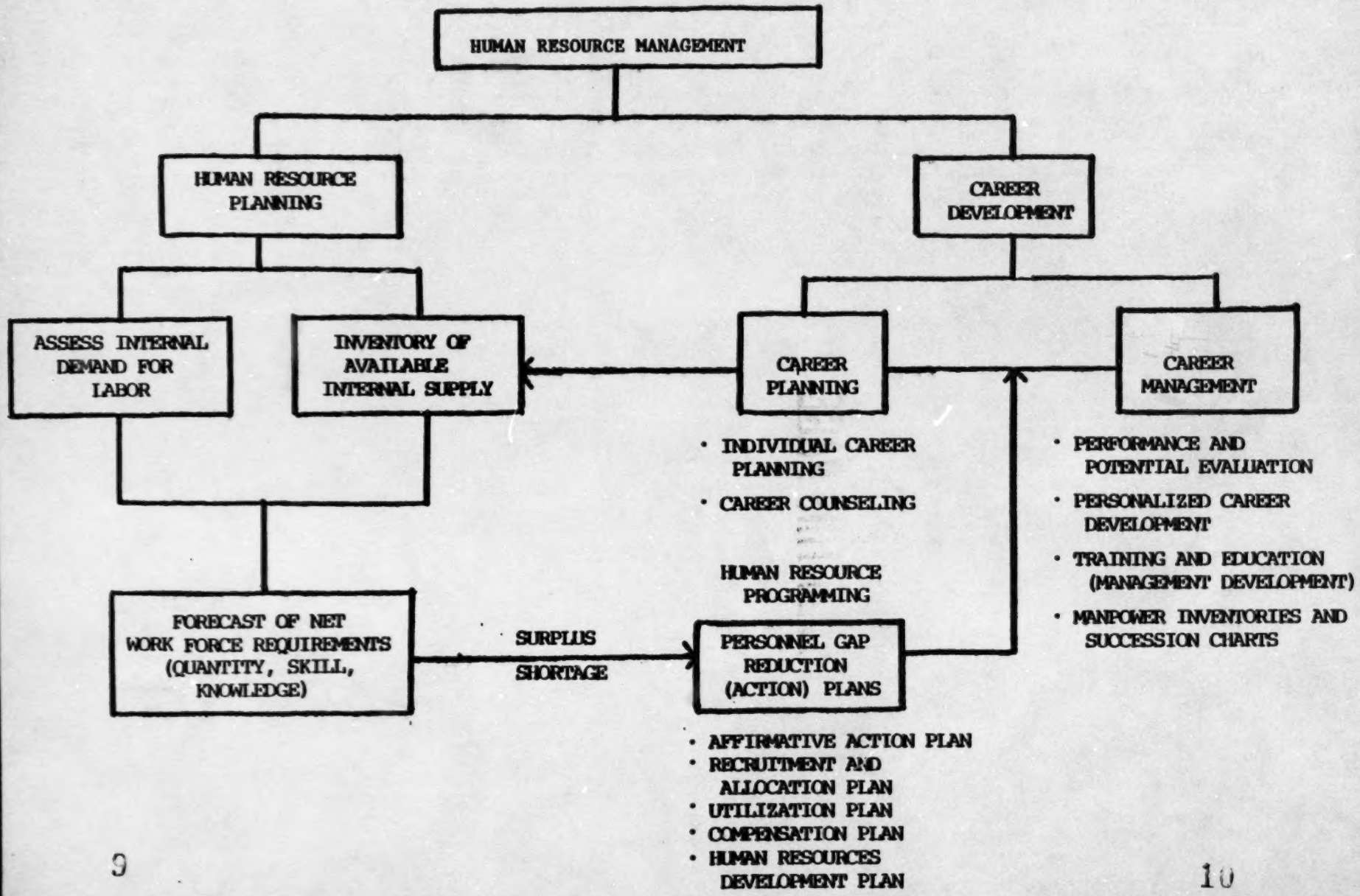
resource forecast can then be used to formulate the personnel action plans (i.e., human resource programming) required to fulfill the net human resource requirements, for example - recruitment, allocation and development plans. Among the tools often used to facilitate the human resource planning process are succession planning, skills inventories and demand forecasting.

Based upon this discussion, it should be clear that, although they may use some of the same tools and techniques (e.g., promotability forecasts, replacement planning and skills banks), human resource planning and career development are designed to fulfill different objectives. Human resource planning is intended to identify and provide ways to fulfill the organization's aggregate employment needs; whereas career development focuses on the development of individual employees and the match between individual career interests and needs with specific institutional career opportunities.

As reflected in Exhibit 4, the integration of CD and HRP should occur in at least two ways. First, employee career plans can provide an important input in forecasting anticipated internal supply. Second, the personnel action plans are an input to the career management process where they should be integrated with employee goals in establishing specific individual/organizational career activities.

(Exhibit 4 about here)

INTERFACE BETWEEN CAREER DEVELOPMENT AND HUMAN RESOURCE PLANNING



Approaches for Combining CD and HRP Into a Unified System

The absence of a comprehensive systems perspective, such as the one described herein, is one reason for the general lack of an integrated career development - human resource program. Some organizations only have one system, or the other, in place. Others have components of both systems but developed them in an independent, sequential manner with little regard for any desired interaction. This inarticulation between career development and human resources planning is also a reflection of the available literature and the general state of organizational practice. That is, while there are numerous articles and some books on organizational human resource systems and others on career development, there is a paucity of material concerning the relationship between the two. And, there are very few role models of organizations which have successfully integrated these two systems.

The separate, and oft times unequal, treatment of HRP and CD also can be traced to the unidimensional background of the personnel specialists who design them. All too often, human resource planning efforts are developed by quantitatively oriented, systems personnel; while career development is the province of counselors and/or training specialists, with little effort to merge these differing perspectives. And, if the organization is still reflective of the traditional personnel approach, rather than the evolving emphasis on human resources management, the ability of the staff personnel involved in HRP and CD to bring about needed change may be limited. Thus, human resource planning and career development may remain a fragmented, informal, ad hoc response to short range issues rather than the unifying framework presented herein.

Given these caveats, what can be done to bring about a successful marriage between HRP and CD? While there is no one correct answer, listed below are some approaches which may represent a step in the right direction:

1. The career development/human resource planning system should be systematically designed as a specific program in response to particular organizational needs. It should build on existing personnel processes and take into account likely barriers and possible support elements.

2. Insofar as possible the system should be implemented on a pilot basis and gradually expanded in stages with identified priorities and desired time sequencing.

3. "Ownership" of the system being developed by line managers and employees should be encouraged. One technique for accomplishing this is using a task force approach for system design.

4. Organizations should consider structuring their personnel department along a human resources model, e.g., by creating the position of Director of Human Resource Planning and Development which could integrate both career development and human resource planning under one manager.

5. Organizations should try to maximize the developmental aspects of selected human resoure planning processes such as promotability forecasts, and succession planning. As currently implemented in some organizations, tools such as these have a unidimensional planning focus and expanding their developmental aspects should greatly increase their overall impact.

6. Organizations can use career development as a focus for information sharing, including:

   a. Employee information with organization
   b. Organizational information with employees
   c. Feedback on both individual and organizational data

   This data feedback loop should enhance the effectiveness of organizational human resources planning.

7. Organizations might consider using individual developmental plans as an organizational planning tool.

This list is obviously incomplete and it is clear further research is needed on how best to integrate human resource planning and career development. Given the clear need to increase the effective use of people resources, however, it seems likely this issue will remain a significant organizational concern throughout the decade of the 80's.